

SECRETOPENING REMARKS

Mr. Blake: First and foremost, I know I also speak for Frank who also reviewed these questions last night, I have nothing but the utmost respect for practically every question I read. We hoped these sessions would work, and they worked beyond our dreams. The questions are excellent. The problem we have is this -- we have over 100 questions. We looked at the agenda for the "Question Period" which was originally 1 hour and 15 minutes. We couldn't possibly hack that so we changed the agenda to run an hour and a half. Then we went through the questions twice. We got rid of the overlap, and we ended up with about 50 or 60. Still too many to handle in the time available. So we then went through them again and eliminated those which didn't seem to have general applicability. We tried to take those questions which we thought the answers would contribute to the vast majority of the people as opposed to only two or three individuals.

QUESTIONS AND ANSWERS

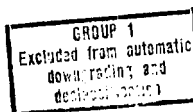
Q. Would it be advantageous to set up a Logistics Coordinating Committee (at the working level) to study various internal systems with a view toward streamlining our procedures?

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A. [REDACTED] What is a Coordinating Committee? We have given thought to the MAG-type group in Logistics and have not decided whether we want to go that route or not. We have considered, and just have not implemented, a decision to really take a systems approach to the Office. Toward that end, we hope that at an early date to pull a few people out of the Planning Staff with the sole capacity, if you will, of living with the various divisional elements, taking a look at the operation, and coming up with a systems management approach on how they are doing business. But that is about as far as we have gotten at this time. So yes, there is merit in this kind of approach. Whether it would go to the extent of a large Coordinating Committee or a big MAG group, we have not addressed ourselves to it as yet.

Q. If a reduction of personnel becomes a reality, will retirements be encouraged or "forced" upon those eligible as one means to avoid outright release?

A. Mr. Blake: I'll answer that question for myself -- I can't answer for my superiors. I will never go for forced retirement; I will go for encouraged retirement. I think it's the fairest thing to do, to encourage but not force. But I point out, particularly to those who are in the CIARDS, you can be forced to retire. Today you may get a call saying, "Congratulations, you have just been retired." But speaking for the authority and responsibility I have, we will not force people to retire. We will

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encourage people if we go to the surplus problem. Again, I do not intend to overstate the potential problem. But again, it would not be fair to come here and not be frank and honest with you.

Q. There are no outside Log (OL) personnel on any of the career panels. Is there any plan to include this type personnel on the panels?

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A. [REDACTED] I think you need to know what our rationale was of not putting anyone serving outside OL on the panels. Our problem was we don't have command jurisdiction over people assigned to DD/S, DD/P, DD/S&T, etc. The panels have been putting an awful lot of time in on the work of rankings, evaluations, promotions, assignments, and so on and so forth. Now, when we have people in OL, on our T/O, and under our control, we are free to use them as we want. Now, on the other hand, we really couldn't tell the Chief, Far East Division, that we wanted [REDACTED] for 7 days of the next 2 weeks to work on panels. So the answer is we decided not to use them for these reasons. Now we have recently talked about a reevaluation of that. Once an exercise that is now underway is completed, if at that particular point we see that the panel jobs are on a much more limited basis, I think we will make a move to get some of the "Logistics personnel" who are outside OL, not outsiders, back on the panels.

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Q. Please explain the difference between Property Requisitioning Authority (PRA) and Property Procurement Allotment (PPA).

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A. [REDACTED] PPA is the money that we, as the Office of Logistics, receive from O/PPB which backs up the money put in the materiel budgets of the various Operating Components. They, in turn, are given what amounts to a checking account, their PRA, and they use that to draw on the Office of Logistics for materiel. PPA is what we use to buy the materiel and have it on hand or for direct procurement.

A. Mr. Blake: PRA is basically what the customer has to draw against us, the drawing account. PPA is the totality of money in everybody's budget in any given fiscal year for the things he wants and which it is our responsibility to buy.

Q. Why doesn't the Office of Communications have procurement officers assigned to support it in the same manner as DD/S&T and other Agency components? Would this not eliminate or reduce the incidence of technical officers preempting contracting officers' representation?

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A. [REDACTED] We have a group we call the [REDACTED] which is responsible for all the Office of Communications R&D requirements. They are stationed in Ames Building and there are some Commo elements in Ames so they are serviced to the same extent that OEL, ORD, and so on are. So we actually do have them.

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A. Mr. Blake: John, as Chief of the Procurement Division, is responsible for all centralized, industrial services procurement placed in the entire Agency and, in another sense, he can be viewed as a leader of the DD/S Contracting Team, the principal customer of which is Commo.

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Q. How does the observer relate to each OL career panel -- does he participate as a voting member?

A. [REDACTED] No, he does not participate as a voting member. He is there as an observer. Now, initially we focused on a sort of young guy, grade 11 or 12, to serve in this capacity. As a result of at least one of our "Rap" sessions, we are now looking into the possibility of adding a second observer to each of these panels, who will be a little more senior perhaps in grade and more senior in age. I think we will add one more observer to the panel but, again, he will not be a voting member, he will be an observer.

Q. Should OL have a worldwide "Newsletter" to keep its people informed of personnel changes, policies, and other information of common interest to OL personnel?

A. Mr. Blake: Our answer is no. There are valid security reasons against it. There are political and bureaucratic reasons against it. If you are going to write a newsletter, you'd better have something worth reading in it, not just a lot of garbage. You are very, very limited for security reasons as to what you can put in it. This thing has come up time and time again in other career services and the only counterpart that the Agency has come to in this, of which I am aware, is the so called Support Bulletin that does go around the world.

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Q. What is the present outlook for expanding the Headquarters complex to accommodate all or most outside activities (Rosslyn, East Building complex, C of C Building)?

A. [REDACTED] Well, as you know, recent efforts have been made to acquire some 48 acres of land. This includes the West Parking Lot and a portion of land above it and below it, none of which are big enough to place a very large building. Building Planning Staff is presently planning a Master Plan of a possible or potential building(s) which can be placed there. At this particular time, I know of no buildings that are contemplated for the site. Our efforts on behalf of the new Headquarters Garage require that we place it in context to the Master Plan, which is going to be presented to the National Capital Planning Commission in March of 1972. At some future date, it may be possible to place a building on these two other possibilities that I mentioned plus some other locations on the sites which are presently covered with trees and act as green barriers to the building.

Q. How does a beard have an adverse effect on the image of the Agency?

A. Mr. Blake: The Agency is conservative by nature. It is perfectly clear we prefer a low profile. There are a lot of people in this country with a lot of misconceptions

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of this organization. The Agency is alleged to be involved in a lot of nefarious things that we never heard of. It gets its name in the paper from time to time in connection with certain domestic activities where it has no responsibility and by law is precluded from it. So now when you put all this together, there are those in the world who, and I don't, see the individual who wears a beard as a little off center, whether it be left or right. It seems to me, with those officers who represent us with the private sector, the best we could do is make them adhere to, if they will, the best attributes of Jack Armstrong, the All-American boy. Secondly, the average procurement officer/contracting officer should carry on his activities in such a fashion that he draws to himself the least amount of attention. There is no sense in going out and signing a lot of contracts in alias and using various cover devices and then putting 5 pounds of fuzz on your face so they couldn't forget you if they wanted to. So those are the two reasons. It is a judgment factor. If an individual wants to wear a beard, it is his God given right. It is a management prerogative if we want to use him as a contracting officer.

Q. How can an OL employee normally in a specialized position be considered for an overseas position?

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A. [REDACTED] First of all, when we started this career panel system, I think each one of you received a little memorandum signed by Mr. Blake stating that you were part of the "X, Y, Z, or other" panel. This was done so that, when consideration is given for an overseas assignment, there is a panel thinking about you; and the mere fact that you are a special assistant or a guy on the Planning Staff does not denigrate the fact that you are being considered when vacancies are looked at for overseas positions. Right now, as a matter of fact, all the panels are meeting with respect to rotations for next summer and each guy is being looked at by some panel.

Q. Outside Log Officers never really know what is going on in Ames Building. Will there be more meetings for Log Officers or, better yet, plans for area Log Officers to sit in at staff meetings?

A. Mr. Blake: The answer to the first part of the question is that we will make every effort to adhere to that which we are trying to do. That is to hold a Logistics Officers Conference once each quarter. Three of these meetings are for 1 day or less in the Ames Building and once a year here [REDACTED] As far as the second part of the question, sitting in staff meetings, I hear this all the time and it is just not a practical thing. When we assign individuals to Operating Components for duty, we have to respect the right of the component that they are there full time. We in our Office have Personnel Officers and Security Officers and Finance Officers, and we don't particularly want them running back to the "home office" all the time to meetings. I think we ought to extend that courtesy to other people.

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A. [REDACTED] We do have at least one circuit rider in the person of [REDACTED] who, now on a weekly basis, makes the "pilgrimage to the provinces."

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A. [REDACTED] One additional thing in the way of staff meetings that was suggested to me by [REDACTED] perhaps one or two Log Officers could come over to the Supply Division staff meeting where it may be more meaningful.

Q. What is the status of the art of using Halography process; i.e., with the system of microfilming Agency records?

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A. [REDACTED] We don't have, at this time, any capabilities. Nor, as far as I know, any requirements for this type of work in relation to microfilming in the Agency. If there is a requirement in the Agency along these lines, we don't know about it.

Q. What criteria will apply in meeting grade reduction and 5 percent staff cut? Will Civil Service standards apply? Will higher grades be reduced in grade or terminated?

A. Mr. Blake: No one has employment in this Agency by virtue of a Civil Service appointment. The appointing power and the firing power, by the law of '47, are vested in the Director, and they are exempt from Civil Service Classification Acts. If one has Civil Service status, it will do you no good within the Agency itself. If you bring it in the Agency with you, you retain it; and, if you choose to leave here and go to the Department of Agriculture or some other agency, that status is still viable. It is usable for what it's worth; within the Agency that status does not count.

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[REDACTED] sets up in very clear language the procedures the Agency goes through when a declaration is made that a surplus of personnel exists. Read it and acquaint yourself with it. The only experience that the Agency has had in this matter of separating a group of surplus personnel happened about 1961-1962. It was called the "701 Exercise." At that time, that was the number of the Personnel regulation that established those procedures. It has changed drastically since then. Under the "701 Exercise," there was not that which the question infers, which comes under the Civil Service procedures, a bumping in grade. That is when the last man leaves, everyone goes down one grade to fill those jobs. I have not heard any conversation at all, that in any foreseeable surplus problem that would happen. That goes for the GS ratings. There are different regulations and laws in this case that govern the Government Printing and the Lithographic Wage boards and, in that particular case, we have several instances right now which we are aware of. Under these rules, an individual can be assigned from one craft, at a given hourly rate, to a different craft, at a lower hourly rate, and may maintain the previous hourly rate for a 2-year period. If, during that 2-year period, he moves back to his former craft at the hourly rate, he is all right. If, at the end of the second year, it is not possible to move him back, his salary then goes down accordingly. So this again goes to one of the problems that Frank mentioned this morning. We have in the Office four different Federal pay scales. We have to be careful in answering some of these questions that are different as they apply to the schedules but to recount the significant question; Civil Service rules and regulations do not apply to the Agency. The bumping procedure, which I think refers to lowering the grade, was not used in the only previous major experience the Agency had.

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Q. Are there any present plans for combining SD and PD into one element under one chief?

A. Mr. Blake: Absolutely not. It just doesn't make sense. The activities are too different. The unit would be too large. The man controlling would be giving all his attention to administration of the unit as opposed to running its programs. Absolutely not.

Q. OC wants to convert its one remaining Type I overseas station to Type II FPA. In this area a large amount of money and equipment is issued to DD/P projects. How can we convert to Type II, continue to support DD/P, but recover "green stamps" when materiel is issued?

A. Mr. Blake: We have had some experience with this. We went through the TSD conversions. At the time they convert, they will have to put up as much of the "green stamps" in the way of PRA as it takes out of the system. Once it is out of the system, the PRA is not necessary to draw. They are drawing from themselves.

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A. [REDACTED] In TSD's case, they loan the equipment also. We are in the process now with the Office of Communications to transfer Allocation 26, agent equipment, down to [REDACTED]. They did have a proposal, it is up to O/PPB now, to have O/PPB give them the money to meet all the requirements of DD/P for this type of equipment. The equipment then will be issued to a separate Type II and they will issue it on a loan basis to the user and get it back. This is what TSD does.

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A. Mr. Blake: There was a very good reason TSD went to this. This is a two-sided coin. There is a lot of merit to the question although, at times, it gives us some difficulty. Start with TSD when they are drawing from Type I's. When a project would draw an expensive recorder, it would have to surrender PRA and pay for it. Although the need for it may be over in 6 months, it would never be turned in. The reason it wouldn't be turned in was, if he turned it back in and didn't withdraw it within a year and then wanted it a year and 1 day later, he would have to pay the full price and spend the PRA again. By going to Type II, the Operating Component paid for it all at one time. They can turn it in, pull it out, turn it in.

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A. [REDACTED] I think you can do that more for specialized equipment. This just means that the Office of Communications would be budgeting for all the equipment that people around the world are going to be using.

Q. How does the overall reduction of Log slots overseas affect the career development program?

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A. [REDACTED] Pretty drastically in terms of on-the-job development. Now we don't know what the full impact is going to be until we find out a little more about

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the OMB answers. I think, as Jack probably mentioned in his earlier remarks, we are subject to double jeopardy. The cut that we take ourselves and the cut that we get by virtue of reductions in the DD/P and everywhere else in the Agency. I think what it's going to mean in the long run is the development program is going to be a much more selective one possibly than was necessary in the past. When you have [REDACTED] guys around. If you have [REDACTED] you have to pick the [REDACTED] carefully that are going to go. And I would expect that the panels are going to have a much more difficult job and be extremely selective in naming nominees for overseas positions in the future.

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Q. In light of the [REDACTED] closeout and the reduction of other SEA programs -- coupled with the current domestic emphasis of reducing the influence of the military/intelligence complex -- what is your view of the viability of the Office of Logistics for the long haul; i.e., 10 to 15 years?

A. Mr. Blake: I am of the firm opinion that there is a viable future to the Office of Logistics. I feel this way for two or three reasons. When you are around this place for a long time, you've seen things like we are going through now happen before and you go through the doldrums and pretty soon you are on the up grade. No one knows what the future of the world holds - 4, 5, 6 years from now. Secondly, if the time comes, and it will, when the economy of the country turns a little bit and the Agency sees fit to go to Congress and ask for a sizable millions of dollars to erect a building, we will have a whole new problem. Our mix may be somewhat different than we have now but the amount of work will be there. I don't have the slightest hesitation to say the future of the Office of Logistics is a place which discharges a considerable amount of responsibility for the Agency. That responsibility is going to be there.

Q. How well do procurement officers coordinate with technical officers to assure that quality is maintained while prices are negotiated downward?

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A. [REDACTED] Under our team concept, the technical officer is a vital member of the team. The team is composed of the contracting officers team leader, an auditor, the technical officer, and a security officer. During negotiations, the technical officer should be vitally concerned with the product and the performance of the contractor in relationship with the price. Secondly, it has been my experience over many years that very few contractors will ever agree to a loss situation. That is, to be negotiated downward to the point where they knowingly would lose money. A contractor, when having to reduce the price, shortcuts the materiel or performance, but the way our system is structured, with technical officers a part of our contracting process and due to the process of their monthly or perhaps more frequent technical monitoring of their job, this shouldn't really occur.

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A Q.

It is possible within the law or is it economical for CIA to have an in-house force to do the work of GSA?

A.

Mr. Blake: It is very late to do it in the first place. What happened here was in 1957 or 1958 when the building got underway, the Director, Mr. Dulles, signed an agreement with the Administrator of General Services that GSA would operate and maintain that building. Secondly, GSA has a work force in the neighborhood of 250 in the Langley building alone, excluding the guard posts. You take that personnel base and you throw all the operating expenses on top of it. I suspect, I don't know, it would cost us in the neighborhood of maybe \$5,000,000 a year addition to the budget. By law, it could be done. It would be difficult to do it now politically because of the present status of having GSA do it. By law it is permissible, but the practical realities of life would make it very difficult.

Q.

Will the day come when "Logistics" will have complete control of its Career Service personnel and positions worldwide?

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[REDACTED] Here is one that is a basic decision made a long time ago. On at least a few occasions, the proposal was made that the Support Directorate have a T/O controlling all the Support positions on a worldwide basis. The decision basically hinged upon the fact that a Chief of Station in an overseas area should be the one to control all his assets, and the Chiefs of Stations report to DD/P and, therefore, all of the positions outside of the ZI should be under the cognizance of the appropriate command element. I don't see any changes coming in the very near future on this, although I do think, in light of the recent cuts, that certainly the matter would be timely for review again, but I don't expect any changes.

Q.

What are you doing to assist upward mobility of women and minority employees in OL?

A.

Mr. Blake: This matter of women has come up in several "Rap" sessions. I asked [REDACTED] to draw up a list of two things. First a list of the positions, outside the Office of Logistics, to which we could reasonably assign ladies. I am never going to have any part of assigning a gal to a job when she has to go to a safehouse at 11:00 at night or go to the airport at 11:00 at night. The second thing I asked him to draw up was a list of gals who were serving in a technical or professional capacity as opposed to a clerical capacity. This is not to say that those in the clerical capacity should not have the right but it is assumed that the individuals, those in the technical or professional capacity, have more background, have more seniority and higher grades, and are more competitive in these positions. When I got back to the Office this morning, Hal's report was there. I scanned the report very quickly and it seemed to me there were somewhat in the neighborhood of 30 to 35 names and maybe an equal number of jobs.

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Now this is the one thing we said we were going to do. So now we have this report back to study. The minority group -- in the first place, which minority group? The answer to that question, I think, which comes to the mind of the person who hears it, is the difference between black and white. So let me first address it from that point of view. Black and white. Within the Office of Logistics, give or take something, the percentage of black employees runs 16 to 17 percent. We have been asked the question from time to time, "How does that percentage equate out with the percentage of supervisory positions?" It doesn't equate out as it should with the percentage of supervisory positions. But, I would submit, that this is no different than is found in many, many other places, unfortunately, in this country. When we put these two conferences together, the one last year and the one this year, we did it primarily on the basis of supervisory responsibility. Black employees are here as well as white, and it was also that way last year. As far as I am concerned, and I know I speak for [REDACTED] we are making every effort, we are making available every bit of energy, of thought process we have, to do that which I said last year and to do that which I say this year, to give every employee, male or female, of any color that you may want to name, an equal opportunity, a fair shake of the dice. I would also like to go back to the previous discussion concerning observers on career panels. This idea gives people an opportunity to see management at work. That is one reason we put observers on panels. At least they can see management at work because a panel, by definition, is a management structure. It gives people an opportunity to see how these decisions are made. Woe betide the man or woe betide the woman whoever, in discussing a candidate of the Logistics Career Service for a position anywhere, as a panel member, and says, "Oh yes, he is red, black pink, white, green, or male or female." With the one exception, the female. I think we do have to take steps to protect people by not putting them in a position of physical harm. This is a very serious and a very significant question and I am glad it came up. I hope my answer is satisfying to the person who asked it.

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Q.

Who assigns priority to GSA work orders and what is the follow-up of priority assigned jobs that have been cancelled because of higher priority?

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[REDACTED]: As far as assigning priorities, it is handled by [REDACTED] and myself. Each of them is a matter of judgment as we look at each request as it comes over our desks. Naturally, the first thing we look for is the operational concept. About the best thing I can say that in determining the priority it is a matter of judgment and understanding as to what is going on, our capabilities to respond to it, always considering the operational concept first. The second part of the question, how do we keep track of the orders as to their priority. In the past, we have been and still are working on a manual system. Working with our good friends in the computer area, with [REDACTED] guidance and assistance, we are coming up now with computer runs which will be updated, on a regular basis,

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which will list all of our orders; the day we received it; the status of it at that moment; and, the estimated time of completion. It will give management, at every level, the opportunity to take a regular review, a weekly review, of the status of each requisition, be able to respond or identify those which may be lagging, and be able to respond to resolving any problems which may be there. Instead of sitting there and working on paperwork itself to make up the report, they will have the report and will be able to look at it and to take physical action at that point to resolve the question.

Q. Who pays the cost associated with conversion of records to microfilm, etc?

25X1A A. [REDACTED] The cost of labor will be covered by the component. He will be using his labor to operate the cameras. As far as the cameras are concerned some purchased by PSD and some purchased by the DDS office will be put into a pool and will be drawn on to put into the individual component's office when he wants to pursue his microfilming program. As far as film is concerned, as far as the cost of processing that film is concerned, PSD will cover that.

25X1A9a Q. When a person is recommended for promotion by his supervisors and is not promoted, the person is never notified. Can this be rectified?

A. [REDACTED] First of all, his component knows. The deputy chief of the division is usually on a panel and the chief of the division is on the Career Service Board. So, when the panel makes the recommendation to the Career Board and the Career Board makes its recommendations to Mr. Blake, there are two guys in the chain that already know how Joe Blow's recommendation made out. Now it is true that neither Jack nor I go back down to tell Willy Smith that his supervisor recommended him and the Board turned him down, and we approved the Board's recommendation. But I would expect, and do expect, that, where there is a concern over this, the component concerned has taken this particular action. That is one way. Very often a division doesn't tell an individual that he has been recommended for promotion and, therefore, may not want to go back to say that, "We recommended you but you were turned down." I do think that if there is a serious problem that there isn't any reason why a division concerned cannot go back and say, "We thought a lot of you, the Board didn't, and this is why we think you did not make it. They had 10 guys to promote and you were number 11 on the list." Now Jack and I both, in recent promotion exercises, have had sessions with individuals who came to say, "Hey, Chief, how come I didn't make it?" These individuals may or may not have known that they were recommended or had not been recommended. But their question to us was, "How come I didn't get it?" In each one of these cases, we sat down at some length with the individual and went through his story with him. Now there is one thing I want all of you to know and certainly to take back to your troops. Whenever a promotion list comes out, it is a promotion list that Mr. Blake and I are fully prepared to stand by. We have reviewed the recommendations of the Board and have approved or disapproved of them. We have done one other thing.

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In every case, where there is a promotion exercise underway, when the list is finally approved we both, in the company of the Personnel Officer, take a look at the files of all the individuals more senior in grade to the most junior man on the promotion list, to make sure nobody has been overlooked. So if people have not been notified by their own component who recommended them and they did not make the grade, it isn't because of any attempt on our part to hide these things. In every case where there is a recommendation for promotion from an element outside the Office of Logistics, whether it is at Headquarters or overseas, there has always been a memorandum or a dispatch written to the sponsoring office telling them what happened to their promotion recommendation. "Your boy is great, we are glad that you think so highly of him, but in our promotion review exercise, he was not one of those promoted." And, if they want to come back looking for answers, okay, but in every case that is done.

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Q. Are all the components of OL aware of the vendor packaging program? What is the status?

A. [REDACTED] It is an active program. I think we may not have any statistics to give. It is something we work on, with Procurement, to try and insure that the vendors do package the material to be more beneficial to us, whether to ship overseas or package just to keep on the shelf.

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A. [REDACTED] In connection with that matter, the technical officer is vitally concerned in this process because he is the one who prepares the specifications and also the one who has a good deal of information regarding how a piece of equipment should be properly packaged for shipment or storage. With the help of Supply Division, we hope to get this point across in our Project Officer's Course as a subject of the specifications and to discuss with them their role in this process.

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Q. Is there any plan or thought of closing the [REDACTED]

A. Mr. Blake: Absolutely not.

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A. [REDACTED] Even though we expect to be out of the big war soon and may have to do some retraining of perhaps some of our ordnance people, I think the Agency has a unique capability and who knows what is going to happen tomorrow. So we certainly have no intentions of closing the [REDACTED] In fact we will probably augment it somewhat if we are able to get slots upon the closing of [REDACTED]

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A. Mr. Blake: There is a 5-year master plan for upgrading some of the facilities at [REDACTED] We are about in the third year of that plan now. During this fiscal year, we will undertake the construction of a new ammunition inspection building.

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Q. What is OL doing to motivate clericals toward training opportunities and to develop them toward higher opportunities?

A. Mr. Blake: I do not think that there is anything more that we can do as the office managers than we have already on training. We have increased the amount of our budget about 250 percent in the last three fiscal years to pay for external training. We put in writing that we will go along with anything which by the remotest stretch of the imagination can be considered to anyone's career benefit. The other side of that coin is what is the clerical employee doing to take advantage of these. Many opportunities have been made available and it is still the same old story of leading the horse to the water. I sometimes wonder if people sufficiently take advantage of, what I consider to be, a very liberal training policy. We have established standards of training which, in our opinion, people should meet as they aspire for different grades or different functional work or overseas assignments. We started with no policy. We have established a policy. I do not think that this Office owes anyone an apology for not making training opportunities available. I sometimes wonder if we're not faced with the situation that some people at times do not exercise the initiative necessary to take advantage of it.

Q. Has any thought been given to cross-fertilization of Log career personnel to other fields such as support or even a supply officer going into procurement for a tour?

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A. [REDACTED] As a matter of fact yes, and we are sort of cut short at the nub, not because of any fault of ours or the DDS's really, but because of the plain pure limitation on ceilings. There is both an inter-Directorate program that was under review and an intra-Directorate program under review in which each of the Offices of the DDS identified both a position or positions which could be filled by other than their own Careerists and also identifying some of its own Careerists who could develop further by this cross-fertilization. We have identified positions other people could come to our Office to fill. We have identified people who we would like to move outside. But at the present moment, it is at a standstill, primarily because of ceiling problems, nothing else. Whether or not we can pursue something internally in Logistics, we honestly won't know until we get a better handle on where we go with reductions but, if we can do it internally, we shall do it.

Q. Do plans exist for a waiver of 5-years overseas requirement for qualification for Agency retirement? (Could waiver be granted for an individual who only has 4 years, 8 months for instance?)

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A. [REDACTED] There is no plan for waivers per se. Now the guy who has 4 years and 8 months presents two questions: (1) Is there a possibility of getting him TDY that would give him the 5-year period? We have one case right now and, if the division concerned agrees, it will be done. We have a list of people like that who are short, short periods of time, and we are attempting to take

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care of that on an ad hoc basis. (2) We have had an opportunity in the past year to get very serious consideration and, in at least three cases, favorable consideration using certain domestic service as qualifying because of the hazardous duty or the nature of the work involved. So these avenues are being pursued as opposed to any idea of waivers being granted.

A. Mr. Blake: I agree with everything Frank said. This is a question that is coming up more and more frequently. However, as the number of overseas positions, not only Log positions but all types of positions throughout the Agency, continue to be folded up, I would suspect sometime in a timeframe of 2 to 4 years it will come up again, to the highest counsel on the 7th floor, for very serious consideration of the definition of qualifying service.

Q. Will PSD be required to take an additional personnel cut if Log is assessed in the Presidential 5 percent cut?

A. Mr. Blake: Yes!

Q. Would a lack of personnel necessary for evaluating competitive procurements be an acceptable justification for sole source?

A. Mr. Blake: This is a prime example of a judgment area. There is no possible way to say yes or no to that question without having presented the specifics of the matter. For example, going to some Commo procurements particularly as Commo has gotten into the satellite communications field, there is not a great abundance of technical talent, by that I mean a great number of technical officers, in the Office of Communications to review very comprehensive, very complex proposals submitted from the private sector in answer to competitive bidding. Computers. There is a fair amount of talent, scattered throughout the Agency, that can undertake the technical review of a considerable number of proposals on computers, particularly if the requested proposal is written up in specific terms. There is another interesting angle to this question and that depends on what is your definition of the word competitive. There is more than one way to be competitive. In the classical sense of the word, you mean advertised bidding where all comers can submit their proposals. This Agency, for a whole variety of reasons, doesn't do much advertised bidding. You may have competition in a negotiated sense by drawing up a selected bidders list and go to that number you deem adequate. The best example here is the one [REDACTED] mentioned in his presentation of the disparity between the bid of [REDACTED] which is about 500 percent. So there are two ingredients that go into this very excellent question. One, the definition of competition and, two, the kind of question that no wise man would ever answer yes or no without saying, "Give me the facts of the case and then I will give you an answer."

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Q. Why do we not have a job vacancy announcement program?

A. Mr. Blake: Well, under this ownership and management, we don't believe in it. This does some violence to a competitive career service. If you have ever run a truly competitive career service as we have tried for the last 2 years, you really can't go too far with a job vacancy list. Because if you do, you have a lot of people starting to apply for these, obviously, and then you get yourself caught between taking the management approach and looking at every individual who's possibly qualified, or taking a look at those who say they want to go. From the management point of view, it may well be that there is an individual who should go to that job who may not necessarily want to go to it. Every person doesn't always make the best decision for himself. Perhaps from his overall development and career point of view he is the one who should be tapped even though he has expressed no interest and perhaps did not want to go. So again some of these things end up as judgment factors. In the last analysis, the boss will make the decision. We believe it is not in consonance with a true career program.

Q. Do we have any information in regard to possible disorder or riot areas in calendar year 1972 which could effect movement of arms and ammo?

A. Mr. Blake: There is an information arrangement between the Office of Security and the Office of Logistics where Security keeps us pretty well informed. They have the major responsibilities, obviously, for the physical protection of the Agency. A very current study is now available on how well safeguarded are our arms and ammo. It is a beautiful report. We are not particularly concerned about an attack on our facilities. We moved some of our materiel out of Central Depot a couple of years ago, just on general principles, since we do not really need arms and ammo there.

Q. In view of personnel cuts, are there any thoughts being given to having Agency personnel do jobs that are now being done by GSA, contractors, etc?

A. Mr. Blake: Not as a general matter. I think we referred to that before when we answered the GSA question.

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A. [REDACTED] There are certain areas in which we go to GSA to prepare a contract for certain services. Commercial activities will actually perform the function, with GSA acting as an overseer or manager.

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A. [REDACTED] An incident occurred in [REDACTED] just recently, in which the Building Manager of Headquarters Building, who has cognizance over [REDACTED] Building, has asked Headquarters Engineering Branch to handle the contract for the maintenance of the special air-conditioning systems in [REDACTED] and also the emergency generator, and we intend to go out in private contract for this maintenance.

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A. Mr. Blake: There is one area of concern in which we required much knowledge and gained experience in the last year and one half or so, and that is in the whole area of maintaining proper environmental controls in computer centers, control centers, etc., proper power configuration and proper air-conditioning configuration. Our engineering colleagues from RECD are developing a proposal to bring about a greater in-house capability so that we can assume full responsibility for the maintenance of those installations. This to a small degree would be encroaching upon GSA. We anticipate no great difficulty. The question is whether we will be able to get the resources needed, money, and manpower.

Q. Provided that the responsibilities and major activities of this Agency continue substantially unchanged, what are the primary goals and objectives to be attained by OL within the next 5, 10, and 15 years? What long-range planning, other than that of the Building Planning Staff, is being accomplished by OL toward such goals and objectives?

A. Mr. Blake: I will be frank to answer one part of that question. We don't involve ourselves, an awful lot, in pure planning. We have the Planning Staff, which I have always maintained is misnamed. It is more an "action staff." They act in matters that have to be coordinated throughout the Office. They will act in individual things as project officers, they will pull together certain staff studies. It is a little difficult for an Office such as Logistics which has five, in a sense, separate identifiable functions, to sit down and plan at the Office level. I think most of our planning comes about by realizing facts of life, and taking action over considerable periods of time to improve and upgrade. I will cite two examples. One goes back to the beginning of 1966. That is when it all started to bring about decentralized procurement. To a degree, the planning took place during a 3-year period as, incrementally, certain steps were taken. Planning is again starting to take place, in that sense of the word, in the supply system because of our withdrawal from the Far East and our losing of overseas bases, etc. Another very good example is the EPIC system of PSD which really, I guess, from a pure planning point of view, was a pretty well-planned activity. As for the planning in this Office, I think pretty much it has to be done at the divisional level. Unless the Agency happens to do what we plan to do, we will never implement that plan. When you are an Office that reflects what goes on in the major parts of the Agency, it is difficult to plan in a sense of that question and, secondly, when you have five diverse functions, the planning really has to be in those line elements that are running things.

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Q. [REDACTED] and other service agreements -- how are Logistics personnel, assigned to the field, briefed as to focal point contacts and to what support can be expected? There seems to be a lack of communications between field Logistics personnel and Support focal point officers in respective military services.

A. Mr. Blake: I understand that it was submitted as a question; I think it is a valid criticism. We don't do it right. We leave too much of this to the happenstance

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of the area division. We assume certain things are done, we really never know. I think we, ourselves, should be more active in this whole matter. The focal point officer gets to be more and more important as we lose our own resources overseas.

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A. [REDACTED] I would just like to add, from the experience that I have had, that the area divisions are guilty for not really briefing the new Logistics Officers going out. Maybe they have failed to recognize or we have forgotten the philosophy here, that the association with those officers in the field has been developed at Headquarters and back here is where we should be searching for our answers in what arrangements exist. In the experiences that I have had in the last 3 years, we sort of stumbled into it, depending on what was happening at the station and what the attitude was there at that point. We bump into it and stumble over it and really have no concept of how it was established and for what purpose.

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A. [REDACTED] Too often the focal point officers are really in the intelligence field. Our primary contact with the Army, our legitimate contact, was in G-2 with USARV in Vietnam, but we go on from there and work with the G-4 people and develop that area as our point of contact.

A. Mr. Blake: Well, what answer the author of that question thought he or she would get, I don't know. No matter what it was, we learned more from the question than he would with our answer, but it is a valid criticism. We are going to have to do something about it.

Q. What component within the Agency has prime responsibility for negotiations, liaison, and coordination pertaining to establishing and revising the agreements whereby the military services provide support to this Agency? Is it Central Cover Staff?

A. Mr. Blake: It is a three-way arrangement within the Agency. Central Cover Staff has certain responsibilities by virtue of its name -- cover. [REDACTED] on certain operational aspects, has responsibilities. We have the responsibility from the point of use of the interservice agreements themselves, plus logistical support that flows out of those agreements or other support not reflected in the agreements that we want to add. So there are three different chains from the Agency into DOD, going to the Joint Chiefs of Staff, and they are pretty well understood as to what [REDACTED] is responsible for, Central Cover and ourselves.

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Q. Has a target date been established for the Logistics portion of SIPS to "go on the air?" What is the current status of the OL computer programs (SIPS)?

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A. [REDACTED] Regarding a target date, I certainly would not make any commitment at this particular point in time, but let me answer it this way. We had a meeting just about 3 weeks ago in which we and SIPS finally agreed that the data base was established and the system that would produce the results that we are all

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looking for could be designed. As a result of that meeting, there was mutual agreement that the "design stage" of the materiel portion of the support system could begin. We are now in the process of arranging for a series of meetings/briefings between SIPS, Procurement, and the Supply Division, etc., in which the SIPS people will outline exactly what is involved with respect to the system being designed for each of these activities. At the same time, they will outline a series of benchmarks so that during the design stage, as they hit benchmark #1, we can sit down and take a look at what's happened so far, and see whether or not we are still on the same mutually right track. Hopefully, on their timetable, they will have by sometime next summer, July or August, a system designed that we can then sit down and critique and put into a test operation. Assuming that there are no more than the usual difficulties of any particular system, they would hope that by January of the following year there would be a system in operation. Not fully responsive, if you will, but enough so that we have a system that could go through a full trial basis and by June of that following year, all the bugs worked out and be "automated." So if we can get a design finished by this coming July, I will be happy that a most significant phase has been accomplished.

CLOSING REMARKS

Mr. Blake: I want to go back to three questions: the question Frank answered, notification of an individual who was recommended for promotion and didn't get promoted; two questions that I answered, the last one on this matter of clerical training and the other on career development and female and minority groups. We are not asking, nor can we expect everyone here to agree with what we say. Now let me state something in all sincerity. If, on these kinds of questions that relate to the human being or the person, and you happen to believe we are wrong and you would like to pursue the issue with us, please feel free to call. Now sometimes our schedules run a little heavy and it might be a week, might be 10 days before we get together. Let's talk it over. We may not convince either one, but at least we will all have an opportunity to air it out. In these kinds of serious questions that affect the individual as a human being, if you think there is another viewpoint that we have missed, if our facts are wrong, or even a better way of doing it, you just give us a buzz, we will make the time. We will get together.

Well, we did what I thought would be almost impossible. We handled every selected question. Let me again say at the end of this session what I said at the opening. How much respect we had for those questions that came in, people did that which we asked them to do -- and that was come up with good questions. We have learned from some of these questions, and we are frank to admit it. As far as our answers go, you may like some, you may not like them, you may agree, you may not agree; there is at least one common denominator running through all our answers, they are honest answers. There is always room for disagreement

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in life. And as I mentioned before, any question whatsoever, that anyone wants to pursue individually, tell us. We ask you to share with your colleagues those things that you think are worth passing on.

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